

# **USAID/ BELARUS**

## **RESULTS REVIEW AND RESOURCE REQUEST (R4)**

**APRIL, 2001**

***Please Note:***

The attached FY 2002 Results Review and Resource Request ("R4") was assembled and analyzed by the country or USAID operating unit identified on this cover page.

The R4 is a "pre-decisional" USAID document and does not reflect results stemming from formal USAID review(s) of this document.

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## MEMORANDUM

During FY2000 USAID, the Belarus Strategic Objective Team worked effectively on the Strategic Objective of *increased, better-informed citizen participation in civic and private economic activity*. The Objective was implemented through activities in the following areas: civil society/NGO strengthening, support for rule of law, support for independent media, political process support, and micro, small and medium enterprise technical assistance. A new integrated regional level Brest Community Development project was successfully launched, and the Gomel Public Health project was drafted.

However, political developments in Belarus forced USAID to review and revise its strategy. The fact that the October 2000 Parliamentary election fell short of the internationally recognized OSCE standards for fair and transparent election, resulted in the current Belarusian Parliament not being recognized by the majority of the western countries. This fact, combined with the President-initiated referendum of 1996 to extend and expand executive rule, convinced the US Embassy in Belarus, as well as the S.O. Team, that USAID programs should focus on support of a free and fair electoral process in the Presidential election of 2001. According to the Belarus constitution, this election should occur no later than September. If the Presidential Election in Belarus meets the four OSCE conditions in being free, fair, democratic and transparent, there will be an opportunity for political and economic reform. The Strategic Objective Team, in consultation with USAID/Kiev, the new US Embassy/Minsk team, and the DOS, modified the approved strategy and developed an interim strategy with a short-term focus on supporting political pluralism and the democratic electoral process. The Belarus strategic framework was accordingly adjusted to reflect the new program reality.

The Strategic Objective Team, in consultation with its implementing partners, proposes to add a fourth intermediate result and corresponding indicator, namely *“Increased citizen participation in the political process”*, to more accurately reflect present and future USAID programming support of political pluralism, subject to the approval of this R4.

Due to the significant changes in the overall situation in Belarus and the increase in USAID's focus on the political process prior to the upcoming Presidential Election, the new framework represents an improved structure for reporting on activities within the USAID/Belarus portfolio. It is presumed that strengthening support for the political process will continue as a post-election component of the Belarus program. The S.O. Team believes that strengthening the capabilities of the political parties and increasing political awareness will yield important contributions to achieve the Strategic Objective.

On the level of performance indicators, the S.O. Team has replaced the present IR 2.1.1 indicator, *“Total number of community and citizen problems solved, consultations conducted, and cases taken to court by targeted NGOs”*. This indicator fails to sufficiently meet the criteria of objectivity, and adequacy, since it is multi-dimensional and imprecise. *“More national, oblast and local civil society organizations,”* is added, using registered non-governmental organizations as a unit of measurement. The source for this information will be the Ministry of Justice and NGO resource organizations.

The indicator for IR 2.1.2, “*Number of people purchasing copies of the targeted newspapers,*” is replaced by “*Number of copies of combined weekly circulation of major independent newspapers,*” as the actual number of sales has become impossible to track. Baseline and reporting data are available from the IREX/ProMediaII activity.

An indicator for tracking IR 2.1.4 in the next year’s R4 is also added, “*Memberships of the targeted democratic parties.*” The unit of measurement is defined as the percent increase of memberships in targeted democratic political parties. Data will be obtained from IRI and NDI reports.

Significant programmatic changes made in September 2000 affected the previously approved strategy and budget priorities. The Gomel Community Health Services initiative was not contracted, non-election related programs by the core implementing organizations and region-level initiatives were reduced, and resources were re-directed to support a focused political process program. After the Presidential Election, USAID will thoroughly analyze developments in Belarus, review the strategy, consult with Embassy/Minsk and Department of State, and develop the subsequent program portfolio.

The interim USAID/Belarus election-year strategy, to increase informed public participation in the upcoming presidential election, will last through the end December 2001. To maximize the effectiveness of its effort, USAID/Minsk is closely coordinating its programs with the US Embassy and other international donors, including OSCE and the European Union. The outcome of the election will greatly influence the direction of the USAID program in Belarus.

## **R4 Part I: Overview and Factors Affecting Program Performance**

While Poland, Lithuania and Latvia – neighbors to the north and the west – head for membership in the European Union and NATO, Belarus moves backwards towards the recreation of the Soviet Union. There is no perceivable evidence of GOB efforts to establish a consistent rule of law, reduce authoritarian political control nor to decentralize management. The inexperience of the democratic opposition and lack of an organized civil society, within this fragile economy, constitute serious impediments for the transformation to a free market democracy. The USAID strategy to provide citizens with direct experience with democratic institutions within a market economy continues to face many obstacles in the short term.

After being elected in 1994, through a vote judged to be free and fair by international observers, the country's President, Aleksandr Lukashenko, began concentrating power in his own hands. A November 1996 referendum amended the 1994 constitution to broaden Lukashenko's control over both legislative and judicial powers. It also extended Lukashenko's term for an additional two years. The Parliament, the 13<sup>th</sup> Supreme Soviet of the Republic of Belarus, was dissolved, and a new bicameral parliament was created out of the parliamentarians, loyal to Lukashenko, ostensibly rubber stamping presidential decisions. The results of this referendum and the legitimacy of the new parliament were not recognized by western governments.

The Parliamentary elections of 2000 called by the government, presented a chance to restore official recognition of the Parliament by the international community. Earlier in the year, the Belarusian authorities had agreed to give the opposition equal opportunities to participate in the elections, access to the media, changes in the electoral code, as well as afford more power to the parliament. However, these promises were not fulfilled and the elections did not come close to meeting international standards. The majority of the democratic opposition chose to boycott rather than participate in a flawed process. Although the opposition regards the boycott a success, post-election opinion polls showed that only 3% of the 39% who did not vote cited the opposition boycott as the reason for their non-participation. Also, many politicians in Belarus believe that by choosing not to run in the elections, most of the opposition leaders lost the opportunity to influence public opinion, make known a political alternative and gain experience in participating in an election. As a result, the election boycott may have reduced the oppositions opportunities in the forthcoming Presidential Election.

Despite the government's optimistic reports on continued growth of GDP and industrial output, actual qualitative economic indicators, such as inefficient enterprises (29%), decreasing profit margins (down to 10%), and a growing trade deficit (around 1 billion US), reflect a dismal condition of the economy. The reported economic growth is sustained by exhausting previously accumulated resources. Despite some positive changes in the last year's National Bank's fiscal policy, resulting in lowering the inflation rate and eliminating multiple hard currency rates, economic regulation is still based on a methodology of command and control. The state currently redistributes two thirds of the country's GDP. The inefficient enterprises, primarily operating in the agricultural and housing sectors, are kept afloat by regular infusions of resources taken away from profitable industrial enterprises.

The President's pre-election rhetoric proclaims that successes in economic growth positively impact popular well being, while the actual standard of living is continuously declining. An average household in Belarus spends a much higher percentage of its income on food (59.9%), and non-food commodities (27.9%) than an average family in developed countries. Expenditures on culture, education, recreation and health care are negligible, indicating a comparatively low quality of life of the Belarusian people.

Government control over the economic sector is justified by the state's desire to neutralize the social impact of economic transition, while in practice it curtails any positive economic activity. Private enterprises and entrepreneurs are discriminated against and harassed by an increasing tax burden, price control, restrictive legislation often applied retroactively, and unequal conditions in access to resources. The legal environment for private enterprises is unpredictable. During 1999–2000, businesses were required to re-register for the second time within a five-year period. Even government officials from the Ministry of Enterprise and Investment publicly admit that the private sector suffers from excessive over-regulation. The government currently has licensing descriptions for more than 175 kinds of business and empowers monopolies and state-supported economic entities to act as license-issuing governmental agencies. Restrictive legislation and a hostile business environment discourage business growth, and a recent survey by the Union of Businessmen and Employers showed over one third of those polled indicated their reluctance to expand production and create new jobs.

Continuing to operate under the United State Government's policy of "Selective Engagement," USAID/Belarus program sought to *'increase better informed citizen participation in civic and private economic activities,'* working only with private organizations.

The state seemingly distrusts civil society organizations and attempts to suppress all civic initiatives. NGOs face an extremely unfavorable legal, political and economic environment for their formation and survival. The state has introduced a complex, time-consuming and costly registration procedure, harassing unregistered NGOs with penalties and even criminal charges. The 1999 NGO re-registration campaign halved the number of registered organizations. During 2000, USAID expanded activities to provide legal support and education to strengthen the NGOs, thus enabling a number of CAP<sup>1</sup>-targeted organizations to successfully register or re-register. USAID is helping grassroots NGO constituencies develop the capability to influence the local Belarusian Government in ways that will improve lives. BelAPDI, a nationwide organization for mentally and physically disabled children and youth, supported by CAP, successfully advocated for new regulations on the national level protecting and increasing the rights of the disabled and aimed at integration of physically disabled youth into the population at large. In 2001, civil society development activities will be focused on the role of NGOs in education and mobilization of voters. Alongside existing activities implemented by CAP and ABA/CEELI<sup>2</sup>, Freedom House and ACILS<sup>3</sup> were awarded new cooperative agreements to work with Belarusian indigenous NGOs and independent trade unions in the run-up to the Presidential Election.

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<sup>1</sup> CAP- Counterpart Alliance for Partnership

<sup>2</sup> ABA/CEELI- American Bar Association/ Central and East European Law Initiative

<sup>3</sup> ACILS – American Center for International Labor Solidarity

The political process support component of the USAID's present portfolio has been substantially reinforced by adding new non-partisan political party development activities carried out by IRI<sup>4</sup> and NDI<sup>5</sup>. In FY01, USAID will focus on preparing democratic parties to campaign in the presidential elections through training of political party election observers, as well as voter education and get-out-the-vote campaigns. In years 2001- 2003, USAID anticipates supporting a stronger, more transparent political process, in which democratic political parties develop enhanced capacity to build coalitions and work to make the government more accountable.

USAID's Professional Media II (ProMedia II) program provided financial and technical support to 32 newspapers, 21 independent television stations, and 2 extra-territorial radio stations in Poland and Lithuania. The government stepped-up its attacks on the independent media in Belarus, and ProMedia II provided emergency newsprint and equipment grants to independent media to allow their continued publication leading up to the October 2000 parliamentary elections. The ProMediaII program in Belarus has also adjusted to increase public awareness of the electoral process and democratic parties' agendas. Complementing professional journalism training, independent media journalists received training in election reporting. The legal defense component of the program was strengthened by IREX and ABA/CEELI joint effort in training a cadre of media lawyers.

USAID-supported rule-of-law programs carried out by the ABA/CEELI worked with local Legal Advice Centers, professional lawyers associations, law students, and human rights organizations. The Legal Advice Centers and professional lawyers' associations throughout the country built up their organizational capacity and staff with qualified lawyers, thus increasing citizens' access to legal advice. In 2000, the focus of the rule of law activities was on developing a cadre of expert human rights lawyers to represent citizens and provide legal support to NGOs and media in the pre-election period. In FY 2001, in addition to maintaining its ongoing human rights oriented programs, USAID will increase law professionals' role in the electoral process.

To promote participation of citizens in the private economy, USAID funded the International Finance Corporation (IFC) Small-Scale Privatization Program to transfer municipally owned businesses to private owners. By 2000, the majority of the targeted government-owned commercial service and product outlets were privatized. The planned FY 2000 expansion of the privatization effort for other types of enterprises -- manufacturing, agribusiness, construction and housing -- was minimal because of the generally unfavorable business environment. USAID decided to cease the privatization activity and launched the Small and Medium Enterprise Development program with a focus on business skills, strengthening the lobbying capacity of business associations and their ability to organize and mobilize this active part of the Belarusian population.

Though the thrust of the USAID implementing strategy has been refocused for the year 2001, the design of a post-election program portfolio in Belarus will largely depend on the outcome of the presidential election. A scenario of a less than free, fair, democratic and transparent Presidential Election would result in a USAID program focusing on Democracy and Governance, increasing

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<sup>4</sup> IRI- International Republican Institute

<sup>5</sup> NDI – National Democratic Institute

the present portfolio with additional private economic sector support. This strategy could build a clear link between the open and transparent government and tangible economic benefits.

The other possibility would be that the election contest is generally free and fair, and a pro-democracy candidate defeats the incumbent. USAID would then have increased programmatic opportunities, with prospects of possible improvement in US–Belarus government relations and the emergence of a certain political will on the part of the GOB to implement democratic and economic reforms.



## SO Text for SO: 113-021 Increased, better-informed citizen participation in civic and private economic activity

Country/Organization: USAID Belarus

Objective ID: 113-021

Objective Name: Increased, better-informed citizen participation in civic and private economic activity

Self Assessment: Meeting Expectations

Primary Links to Agency Strategic Framework: **(Please Assign Percentages, Total Equals 100):**

20% 1.1 Critical private markets expanded and strengthened  
0% 1.2 More rapid and enhanced agricultural development and food security encouraged  
0% 1.3 Access to economic opportunity for the rural and urban poor expanded and made more equitable  
20% 2.1 Rule of law and respect for human rights of women as well as men strengthened  
10% 2.2 Credible and competitive political processes encouraged  
20% 2.3 The development of politically active civil society promoted  
20% 2.4 More transparent and accountable government institutions encouraged  
0% 3.1 Access to quality basic education for under-served populations, especially for girls and women, expanded  
0% 3.2 The contribution of host-country institutions of higher education to sustainable development increased  
0% 4.1 Unintended and mistimed pregnancies reduced  
0% 4.2 Infant and child health and nutrition improved and infant and child mortality reduced  
0% 4.3 Deaths, nutrition insecurity, and adverse health outcomes to women as a result of pregnancy and childbirth reduced  
0% 4.4 HIV transmission and the impact of the HIV/AIDS pandemic in developing countries reduced  
0% 4.5 The threat of infectious diseases of major public health importance reduced  
0% 5.1 Threat of global climate change reduced  
0% 5.2 Biological diversity conserved  
0% 5.3 Sustainable urbanization including pollution management promoted  
0% 5.4 Use of environmentally sound energy services increased  
0% 5.5 Sustainable management of natural resources increased  
5% 6.1 Urgent needs in times of crisis met  
0% 6.2 Personal security and basic institutions to meet critical intermediate needs and protect human rights re-established

Link to U.S. National Interests: Democracy

Primary Link to MPP Goals : Democracy and Human Rights

Secondary Link to MPP Goals (optional): Economic Development

(Page limitations for narrative begin here):

Summary of the SO:

USAID's Belarus Country Assistance program uses a two-pronged strategy. One provides immediate support for democratic organizations and institutions that are fighting for democracy, free markets and human rights. The other is longer-term effort to address the social and economic needs of specific communities, so that citizens develop the experience and confidence

to support democratic and free market reforms. USAID's objective is to achieve a stronger, pluralistic, democratic political culture in Belarus through the support of activities that involve citizens directly in civic action and participation in the private economy. In 2000 USAID focused programs on those organizations and people who have a strong stake in an open democratic process and a free market economy. In FY 2000, USAID's assistance program increased support for civic action activities carried out by NGOs, substantially increased political process assistance to democratic political parties, and increased the amount and range of assistance provided to the independent media.

#### Key Results:

SO-level indicators for the country strategy were defined in the strategic results framework as "Number of citizens employed in SMEs" and "Percent of citizens participating in private civil society institutions and civic associations". The number of people employed in the private business sector in 2000 was 500,000 (UNDP National Human Development Report). This indicator was reviewed by the USAID team in Belarus, and is considered inadequate to reflect the progress toward increased citizen participation in civic and economic activities. An indicator of this nature would require total population and the employable population data to be illustrative of any dynamics in economic sector. The S.O. Team suggests "Percent of employable population occupied in the private sector: micro-, small-, and medium enterprises" as a replacement indicator. For 2000, the data on this indicator is that 12% percent of the employable population in Belarus is engaged in real private sector activity. Combined with the second SO-level indicator, "Percentage of citizens, participating in private civil society institutions and civic associations," progress towards the intended SO result is adequately captured.

The major achievement of USAID-coordinated efforts in the business sector is reflected through the IR 2.1.3 indicator "numbers of privately owned small and medium enterprises." Through intensive legal consultations and information dissemination, the SME Development program assisted existing businesses to re-register, thus retaining and increasing the total number of SMEs, despite the government-initiated re-registration campaign (24,000 in 1999 and 30,000 in 2000). IFC's active efforts to mobilize business associations to lobby their interests contributed to the creation of new and more moderate business registration requirements.

Data on the second SO-level indicator, "Percentage of citizens, participating in private civil society institutions and civic associations," is not currently available. The data on people reporting their active participation in civil society activities require a special survey, and will be reported in the next R4. However, progress towards IR 2.1.1, "Impact of Civil Society Organizations is Improved" is captured by four indicators. One is the increased number of registered civil society organizations of national, regional and local level. Last year, the numbers of registered NGOs resurged to the pre-registration campaign level which initially halved their total (2,502 in 1999, and 2,359 in 2000), partly due to the legal advice by USAID implementing partners. The indicator, previously defined as "The number of targeted NGOs/CSOs that undertake advocacy efforts" is re-formulated by the SO team as "Percentage of targeted NGOs/CSOs that undertake advocacy initiatives, demonstrate improved skills in community organizing and public outreach." In 2000, civil society organizations were provided with expertise in protecting their constituency's rights and are increasingly using their new skills: 43% of CAP beneficiary organizations strengthened their advocacy skills. In 2000, the SME Development project assisted business associations to expand their client base by 19%; and

increase business associations membership by 27%, demonstrating their improved public outreach.

In reference to the IR 2.1.2 “More Unbiased Public Information Available to Citizens” and despite the extremely hostile environment and government control over prices and distribution system, the major ProMedia client newspapers managed to stay in business. In 1999, the total circulation of targeted newspapers was 701,299 though in 2000 it dropped to 629,400, principally attributable to the fact that one of the papers went from free distribution to street sales and subscription. ProMedia launched a unique program targeting local independent TV stations. While the only Minsk's independent television station (Channel 8) was confiscated, the TV component of the activity served to increase access to unbiased information. Thirteen national news exchange programs were broadcast by 18 regional independent television stations, reaching 35% of the population. The news programs dealt with social, economic and political issues that are largely ignored by the state television.

#### Performance and Prospects:

USAID in Belarus promotes the strengthening of non-governmental organizations' (NGOs) and independent unions' advocacy capabilities; the institutionalization of the rule of law; a democratic political process; and a viable and effective independent media. NGOs in Belarus are active in human rights, civil society and humanitarian activities. Their advocacy activities address social welfare and public interest concerns helping people meet their basic needs. The government of Belarus distrusts civil society organizations and tries to suppress all civic initiatives. It uses every form of administrative and economic pressure to discourage NGO formation and development. Despite the hostile official attitude, NGOs continue to build a foundation for a genuinely democratic and civil society. In 2000, USAID expanded its activities in the legal sphere, providing through its implementing organization, Counterpart Alliance for Partnership (CAP), legal support and education to Belarusian NGOs. Despite the restrictive procedure, a number of CAP- targeted organizations successfully registered and re-registered.

In FY00, USAID diversified social service NGO programs by adding six new areas of activity: NGO law and legal reform, social enterprise development, women's empowerment, health, the environment, and NGO participation in the electoral process. USAID also achieved significant results in 2000 in strengthening civic groups to be effective advocates for democratic values. It placed much stronger emphasis on NGO public relations, use of the media and information technology for networking, coalition building, and lobbying. CAP, together with a local NGO, the Independent Society of Legal Research, and the International Center for Not-for-Profit Law (ICNL), launched the first initiative to involve NGOs in the development and formulation for revision of national legislation influencing the activities of the third-sector. CAP-initiated meetings of NGO lawyers and drafters of legislation from various government agencies to discuss amendments to the Civil Code and the draft Law on Humanitarian Assistance represent a growing recognition by the government of third-sector expertise and legitimacy. In FY 2001, USAID plans to help enhance NGO and trade union's capacity to be effective change agents, advocating for political and economic reform through election-related activities. An election-oriented program (spring-fall 2001) will help NGOs and non-registered community initiatives provide education on voters' rights, participate in agenda-setting, and mobilize their communities on a concept of needs-based community advocacy.

In the area of political process, USAID provided training to democratic political party activists on campaign techniques, such as targeting voters and organization at the local level. In FY 2000, USAID efforts were concentrated on training and support to democratic parties in the areas of party- and coalition- building. In FY 2001, USAID will support a stronger, more transparent political process in which democratic political parties develop enhanced capacity to build coalitions and ensure accountability of the government. USAID will focus on preparing democratic parties to campaign in the 2001 presidential election in Belarus, through training of political party election observers, as well as voter education and get-out-the-vote campaigns.

In 2000, USAID continued its on-going technical support to independent national and regional newspapers, independent television stations, and extra-territorial radio stations. As a result of equipment grants and consultations, independent newspapers have a modern technical base, local computer networks, access to news sources through Internet and e-mail, and trained staff. USAID's ProMedia II program also trained independent journalists throughout the country in election coverage. In 2000, the legal support to the independent media became crucial as the government stepped up its attacks on the independent press. When the major printing press "Magic" was confiscated, IREX/ProMediaII ensured continued printing for independent publications. Despite the increasingly hostile environment, the ProMedia II program was a distinct influence on the course of legislation in the country – specifically, registration regulations for newspapers and a draft law on information security were redrafted after the Belarussian Association of Journalists and the independent media voiced their protests. In FY 2001, ProMedia will continue to serve as a unique technical resource for the independent media, train journalists and media managers, expose them to new ideas by meeting with fellow professionals or visiting countries with more advanced media. The import duties imposed by the Belarussian government on TV project equipment for the local TV stations has held up its shipment for several months, and may delay further production of the news exchange program. USAID anticipates that the pressure on the independent media will intensify until the elections are over, and efforts will be made to concentrate on expanding the group of lawyers to defend journalists' rights. The ProMedia activities will contribute to the Belarussian independent media's capacity to serve as a respected watchdog, monitoring the government's restrictions on the free press and election process.

USAID supported rule of law programs by working with local Legal Advice Centers, professional lawyers associations, law students, and human rights organizations. Training was provided to the Free Trade Union of Belarus on principles of independent and free trade union movement, labor, employment, workers' and human rights. In FY 2001, in addition to maintaining its ongoing human rights oriented programs, USAID proposes to increase the law professionals' role at different stages of the electoral process. The focus of rule of law activities in 2000 was on developing a cadre of expert human rights lawyers to represent citizens and provide legal support to NGOs and media in the pre-election period. Targeted election-related training will be provided to legal professionals and citizens to address issues of human and citizens' rights violation during this period. More time and resources will be devoted to defend citizens whose rights, i.e. political rights, have been violated, NGO-related and election law public education, and advocacy initiatives.

USAID Small-Scale Privatization project created a mass of private small businesses in the retail trade and food catering sectors, and planned to expand the program geographically and by sector. The year 2000 brought a further slow-down in the pace of privatization due to the Belarusian government's aversion to market reforms and the project was terminated. To safeguard the ground gained in small-scale privatization and improve conditions for the existing small businesses, USAID launched activities supporting private businesses. The USAID Small and Medium Enterprise Development(SME) project complements the civil society development program by increasing technical and legal assistance to private entrepreneurs and business associations becoming one of the strongest public voices for greater private sector development. The legal advice and consultation, and the business training provided to Belarusian businesses and entrepreneurs was crucial for private sector short-term survival in the period of the government-initiated businesses re-registration campaign. One of the successes of IFC-supported media coverage and entrepreneurs' lobbying efforts was a change to more liberal business re-registration requirements. In FY 2001, the activities will continue strengthening business associations, increasing their customer/membership base, and developing the SME lobbying capability and advocacy skills. USAID plans to take full advantage of the unique opportunity created by the pre-election period in order to strengthen and integrate the small business community.

#### Possible Adjustments to Plans:

USAID has committed to a number of sector assessments and program evaluations, namely an NGO sector assessment, a bio-diversity assessment, and an economic and business environment assessment. Results of these assessments and recommendations of the assessment teams will be used for developing longer-term programs. The fluidity of this pre-election period calls for flexibility over the near-term. Depending upon the results of the upcoming Presidential Election, medium to longer-term programs will be reviewed and revised as needed, to ensure lasting impact of democracy building and market reform oriented effort.

#### Other Donor Programs:

TACIS focuses its efforts on the third sector development and regional, cross-border activities. UNDP has a wide range of activities with a relatively small budget, and both organizations work with the government of Belarus. OSCE has the mandate of monitoring the electoral process and developing political parties. OSI, NED and the US Embassy's PDS Democracy Commission sponsor civil society development efforts in Belarus. Although the European Union and individual European countries have been actively funding various activities, there is no other donor program with a comprehensive approach to building democracy.

#### Major Contractors and Grantees:

USAID implementers include the International Republican Institute, International Research and Exchanges Board, the American Bar Association/Central and East European Law Initiative, Internews, Counterpart Alliance for Partnership, International Finance Corporation, National Democratic Institute, Winrock International, Initiative for Social Action and Renewal in Eurasia, Freedom House, and American Center for International Labor Solidarity.

### Performance Data Table

Objective Name: Increased, better-informed citizen participation in civic and private economic activities			
Objective ID: 113-021-01			
Approved: April 1999		Country/Organization: USAID Belarus	
Result Name: Increased, better-informed citizen participation in civic and private economic activities			
Indicator: Percent of employable population occupied in the private sector			
Unit of Measure: Percent of employable population occupied in the private sector	Year	Planned	Actual
	2000	N/A	12%
Source: Ministry of Statistics of Belarus, IFC	2001	13%	
Indicator/Description: Private entrepreneurs and employees of small and medium private businesses, employed for at least two months a year			
Comments: The previous unit of measurement for the SO-level indicator was the number of people employed in the private business sector in 2000 is 500,000 (UNDP National Human Development Report). The indicator was reviewed by the USAID team in Belarus, and is considered not adequate because it requires additional background information on the total population and the employable population numbers to be illustrative of any dynamics in economic sector. The suggested indicator definition: "Percent of employable population occupied in the private sector: micro-, small-, and medium enterprises" will better reflect the proportion of the population giving preference to market economy. At the same time, the USAID will continue to collect data on the numbers of privately owned micro businesses (market vendors) who constitute the most rapidly developing entrepreneurial group in Belarus, becoming one of the strongest public voices for greater private sector development in Belarus. It is taking the lead in protest actions to counter the government actions and lobby their interests. Through development of small businesses, USAID is supporting development of the middle class of Belarusians that will promote a free market economy and democratic government to further their own economic interests.			

### Performance Data Table

Objective Name: Increased, better-informed citizen participation in civic and private economic activity			
Objective ID: 113-021-01			
Approved: April 1999		Country/Organization: USAID Belarus	
Result Name: Impact of civil society organizations is improved			
Indicator: More national, oblast and local civil society organizations			
Unit of Measure: Number of registered NGOs/CSOs	Year	Planned	Actual
Source: United Way/Belarus NGOs Directory	1999	N/A	2,502
Indicator/Description: Increase in the number of registered civil society organizations. The current NGO registration procedure, being very complex, time-consuming and costly, is an indicator of a civic initiative's organizational capacity and sustainability.	2000	N/A	2,359
	2001	2,500	
Comments: Involving people in community-level efforts to solve problems of importance to them, gives citizens the experience and confidence to support democratic and economic reforms. But in Belarus the government believes that NGOs, active in civil society building , are instruments of the opposition, and tries to hamper the process of their formation. In 1999-2000, by requiring all NGOs to re-register, the government was able to reduce their number by half. Many organizations chose not to register, intimidated by the procedures. Out of 1,537 NGOs who applied for re-registration, about 10% were denied registration. The overall effect of the NGO re-registration campaign was that of delaying the development of the third sector in Belarus, because the state harasses unregistered NGOs (civic initiatives) with penalties, and even criminal charges. Despite the restraining character of the registration procedure, the majority of USAID-targeted NGOs managed to successfully re-register due to the legal advise provided by the USAID implementing partners. USAID will continue to focus its assistance efforts on increase of the number of indigenous CSOs, and their organizational capacity.			

### Performance Data Table

Objective Name: Increased, better-informed citizen participation in civic and private economic activity			
Objective ID: 113-021-01			
Approved: April 1999		Country/Organization: USAID Belarus	
Result Name: More unbiased public information available to citizens			
Indicator: Increased exposure to non-government and politically unaffiliated news sources			
Unit of Measure: Number of copies of combined weekly circulation of major client independent newspapers	Year	Planned	Actual
	1999	N/A	701,299
Source: IREX/ProMediaII	2000	N/A	629,400
Indicator/Description: Increase in the number of regular audiences of client independent media	2001	640,000	
Comments: For citizens to participate effectively in matters that effect their lives, to make informed choices at critical points, such as the upcoming presidential elections in Belarus, it is important to have access to a wide variety of diverse, independent information sources. A set of independent and competent media institutions in Belarus is key to providing citizens with objective information, revealing the regime's abuses of power, providing information on alternative choices in economy and politics. With the government's monopoly on information, and increasing role of the media in the election run-up, USAID focuses its assistance effort on strengthening the existing non-governmental media, independent newspapers, independent local TV stations, and extraterritorial radio stations, utilizing all available sources of information. The total number of the client print media, defined as non-governmental, registered, with regular weekly circulation, is 1,033,400, if Belarusian supplements to three Russian-based newspapers are included. In extremely unfavourable environment, with the daily government's harrassment of independent media, USAID-targeted independent publications managed to support their levels of circulation (the drop down in 2000 is due to "Pabochi" newspaper's turn from free distribution to sales and subscription). The USAID implementing partners' contribution to access to alternative opinions resulted in increase in the numbers of publications and broadcasts on the private business development issues, and the role of NGOs in civil society( 119 radio programs, 294 articles, 13 TV news programs).			



### Performance Data Table

Objective Name: Increased, better-informed citizen participation in civic and private economic activity			
Objective ID: 113-021-01			
Approved: April 1999		Country/Organization: USAID Belarus	
Result Name: Small business sector is expanded			
Indicator: More privately owned small and medium enterprises			
Unit of Measure: Number of privately owned small and medium enterprises	Year	Planned	Actual
	1999	N/A	24,000
Source: Ministry of Statistics of Belarus, IFC	2000	26,500	30,000
Indicator/Description: Increase in the number of small and medium enterprises in the private business sector	2001	33,000	
Comments: Adoption of a presidential decree No 11 in March 1999 which introduced the new registration procedure for all businesses, negatively influenced the development of Belarusian economy. The new requirements for registration, (e.g. the charter capital amount, additional documentation) made re-registration for some of the businesses practically impossible. Businesses in Belarus have become even more vulnerable in the face of the resurrection of the Soviet-style command economy rule. It resulted in growing immigration of the private capital to the neighbouring countries, where regulatory environment is more conducive. Nevertheless, the business community assisted by the USAID implementing partner IFC, undertook active lobbying efforts to change some of the requirements for registration, and succeeded in their efforts. The principle result attained by the SME Development Project in 2000 is the adoption of Presidential Decree ? 22, which changed the registration procedures set forth in Decree ? 11. Through development of small businesses, USAID is supporting development of the middle class of Belarusians that will promote a free market economy and democratic government to further their own economic interests.			
* Increase in 2000 of the number of the registered private businesses may be a result of a very complex procedure of enterprise liquidation, resulting in a large number of inactive, though formally registered, companies.			

### Performance Data Table

Objective Name: Increased, better-informed citizen participation in civic and private economic activity			
Objective ID: 113-021-01			
Approved: April 1999		Country/Organization: USAID Belarus	
Result Name: Increased Number of Belarusians derive income from small enterprises.			
Indicator: More micro enterprises in the private business sector			
Unit of Measure: Number of micro enterprises in the private business sector	Year	Planned	Actual
	1999	N/A	130,000
Source: Ministry of Statistics of Belarus, IFC	2000	N/A	155,700
Indicator/Description: Increase in the number of privately owned micro businesses (market vendors)	2001	160,000	
Comments: Market vendors are a recent phenomenon for Belarus, emerging in the last decade. They operate throughout the country, among the population that is undecided about reform. Private entrepreneurs have a strong interest in a democratic regime that regulates business in a consistent and transparent manner, with a commitment to a free market economy for the future. This micro enterprise sector (i.e. market vendors) is the most rapidly developing entrepreneurial group in Belarus, rapidly becoming one of the strongest public voices for greater private sector development. It is taking the lead in protest actions to counter the government restrictions and lobby their interests. USAID will continue reporting the numbers of micro-buisnesses in its strategic results framework. In the next R4, the data will not be reported as a separate indicator, but at the SO-level indicator, as data composing the percentage of population employed by the private sector.			

## **USAID Belarus Cross-Cutting Activities**

### **Health and Humanitarian Assistance**

The AIHA-implemented primary health care partnership established in FY00 a Cardiovascular Wellness Center at Polyclinic # 36 in Minsk. This center is offering integrated services in cardiovascular disease screening, including early detection, education, and counseling services to the local population. The anticipated outcome is the development of a model Cardiovascular Wellness Center that can be replicated. Belarussian partners are the Ministry of Health of Belarus, the Minsk City Health Department, and Polyclinic # 36. The American partner is the Robert Wood Johnson Medical Network, which includes the Robert Wood Johnson School of Medicine in New Brunswick, New Jersey.

The National Emergency Medical Services Training Center in Minsk, a partnership between the Minsk Emergency Medical Services Hospital City and the University of Massachusetts Trauma Center in Worcester, continues to provide regular 80-hour courses for health professionals and shorter courses for first-responders. This training continues to fill an important need in the overall health care system in Belarus.

The AIHA sustainability grant to complete the clinical partnership women's health between the U.S. partners - Magee Women's Hospital and the University of Pittsburgh Schools of Medicine and Nursing - and the Minsk Women's Wellness Center has served the Minsk community well. A satellite Women's Wellness Center opened in Mozyr (Gomel Oblast). This new clinic has been very successful in providing not only the basic women's health-related services, but has rapidly expanded its outreach activities to provide educational and counseling services to adolescents.

The Counterpart Humanitarian Assistance Project provides logistic management for commodities, equipment, medical supplies and clothing donated from the US, especially excess property from the US Defense Department. Since initiation, CHAP has provided support to youth and children's organizations, both public and private, strengthening the capacity of these organizations, and building their constituencies. CHAP has agreed to reorient its program, shifting from a supply to a demand orientation, through better identification of community needs in Belarus and an aggressive effort to identify humanitarian organizations in the United States able to meet those needs. USAID has launched a Humanitarian Assistance evaluation and based on its findings a decision will be made with regards to the need and forms of providing humanitarian assistance to people and organizations in Belarus. Next year, the program will be included in a new competitive procurement for the West NIS Region.

#### **R4 Part III: Resource Request**

The Belarus Country Program Strategy approved in May 1999 envisioned that the opportunity for democracy and market reform might significantly worsen, as is happening with the government's continuing abuse of human rights and heightened resistance to dialogue with the political opposition. Resistance of the Belarusian government to cooperate with the international observer organizations in the 2000 parliamentary election preparation, unfair conditions for the opposition parties, government abuse of the electoral process, multiple violations of the electoral law and process resulted in non-recognition of the current Belarusian Parliament by the majority of the western countries. The Government places high stakes on the upcoming Presidential Election in 2001, confirmed its readiness to resort to totalitarian measures to retain power, and used state-controlled media, to falsely claim improper US support to the opposition. The recent restrictive legislation (President's decree on Foreign Gratuitous Aid), contradicting constitutional norms and existing laws, threatens to put foreign aid recipients and implementing partners into an extremely vulnerable position. It limits the areas of use of foreign aid, introduces government registration requirements for all foreign funded NGO activities, and threatens to persecute organizations and individuals using donated funds and equipment without GOU authorization.

The opportunity provided by the upcoming presidential election in 2001 to mobilize all democratically-oriented forces of the Belarusian society led USAID to the development of an interim strategy with a focus on supporting political pluralism and the democratic electoral process in Belarus. USAID aims to involve more citizens in civic society activities by focusing programs on those organizations and people who have a strong stake in open democratic process and a free market economy. The outcome of the election will greatly influence the design of the USAID program in Belarus, and a variety of scenarios will be considered in the fall of 2001.

Should the election result in the continuity of the current regime, USAID would most likely continue focus on the Democracy and Governance area. The USAID Belarus SO team advises to increase the level of effort on private economic sector programming in order to build a clear association between the need for open and transparent government and possible tangible economic benefits for the population. To have a broader basis for the dialogue, the private business support and civil society components of USAID development activities could be broadened.

If the presidential 2001 election follows democratic and transparent scenarios, USAID will have increased programmatic opportunities, because of the possible improvement in US – Belarus government relations and emergence of a certain political will on the part of GOB to design and implement democratic and economic reforms. If the situation unfolds this way, a new Belarus strategy may need to be developed and new strategic objectives might be added to the current SO 2.1.

**The currently available evidence supports the following underlying premises:**

- the middle, undecided half of the electorate should be targeted by USAID's efforts to develop support for democratic and market reforms. This could start at the community level in the regions by giving the first-hand civil society building experience to people who are not yet ready for reform.
- USAID effort should be focused, clearly targeted, and long-term, because a large proportion of Belarusians, as demonstrated by independent opinion polls and surveys, are still oriented towards a state-controlled economy and a state-administered public life.

The decision to cut the overall budget of Belarus from a planned level of \$6.4 million has made it impossible to complete the approved Belarus strategy, resulting in the suspension of that component of the program which is the most likely to have a long-term impact on changing the nature of society, namely economic participation and community development. Moreover, experience has shown us that we need to develop activities which are specific to Belarus rather than to buy-into activities in the Ukraine portfolio. The design of such activities, which will require the presence of U.S. advisors due to the difficult environment in Belarus, will require additional resources. Additionally, the reality of having to divert programmed funds to election-specific activities has put even greater stress on the approved strategy, making additional funding required even to complete previously planned activities.

## **USAID Regional Mission to Ukraine, Moldova, and Belarus**

### **Administrative Cost Narrative**

#### **I. Administrative Costs and Operations**

The overall costs of operations in Ukraine have increased over prior year projections. One predominate reason for this is an increase in staffing and salary costs. In November 2000 a substantial FSN salary increase was finally authorized and implemented. The increases ranged from a level of approximately 10 % at the lower grades to well above 40 % at senior FSN grades. In addition, support office USPSC staffing also increased. The previous unbudgeted positions include an offshore hire Project Development Officer, Program Information Officer, Deputy EXO, TCN Chief Voucher Examiner and a Contract Acquisition Specialist. Transportation, training, and travel have also increased due to unexpected staff rotations, new positions, and the Agency finally offering needed and required training courses which have not been available for the past 6-10 years. Ukraine is offsetting these increases by reducing and minimizing procurement, maximizing the allocation of administrative costs to program operations, and by negotiating a substantial reduction to Embassy provided ICASS charges.

In Moldova, we have realized savings in OE administrative costs. This was accomplished by aggressively allocating full cost sharing with program operations. The savings realized in Moldova OE costs have assisted with offsetting the increases in Ukraine.

#### **II. Security Costs and Operations**

During FY 01, a \$ 545,000 OE allocation was provided Ukraine for security upgrades required by IG/Security in FY 99. These funds were to be used for various security enhancements including payments to City and other government entities to re-route automobile and pedestrian traffic in front of the USAID building and to lease land and buildings behind the USAID main building allowing the construction of a complete and secure perimeter enclosing the entire USAID complex. Due to the more than one and a half year delay in obtaining this funding, Podyl District Officials and other governmental entities are no longer willing to entertain the partial closing of the street in front of the building. In addition, negotiations with the City and property owners of the property adjacent to and behind the building are now non-committal as to allowing a USAID land lease and full perimeter enclosures. A separate reporting cable identifies these concerns to Security.

The Mission will proceed to use the special OE funding security allocation to complete the other security enhancements for the Ukraine Mission during FY 01. These include installation of bomb-blast safe haven windows, procurement of a security required x-ray

machine, hand-held security radios for a mobile communication network, security fencing and gating of a building arch-way, and ongoing negotiations to obtain an alternate egress route through rear buildings. In addition, the Moldova operations will require security funding for expansion of additional office space and radios for the mobile communication network.

The Mission will continue to pursue the land-leasing and perimeter security issues with the Ukraine City Officials and landlords. If the Mission is unsuccessful in gaining these perimeter enhancements, approximately \$ 250,000 of the additional allotment will remain available. The Mission proposes to use the funds for other procurement activity that has been held in abeyance and not budgeted this year or out-years due to funding level concerns. These procurements would include acquisition of replacement residential and office furniture and equipment, replacement of building carpeting, and replacement of one vehicle. The Mission would also upgrade the older housing so that all staff are accommodated in equivalent reasonable western-style housing. The remaining funds, if any, would be used to fund training needs for Mission staff.

### III. USAID Telecommunications Hub

USAID Kiev, Ukraine has been proposed as a central communications hub for Ukraine, Moldova, and Belarus. IRM is looking into the feasibility of establishing separate, distinct, and dedicated communication channels for voice and data lines between Washington and Kiev. Separate digital channels would then link the USAID offices in Moldova and Belarus directly to Washington via Kiev. The costs for these systems are still being reviewed by IRM, but preliminary estimates run in the range of \$ 215,000 for installation and first year costs, and \$ 190,000 for out year operational costs. The Mission HAS NOT budgeted any of these projections in the current 2003 R4 exercise. If IRM approves of this installation and sufficient voice line capability is included in the program, the Mission would realize telephone cost savings. The amount of savings cannot be estimated at this point until additional information and line capabilities are defined by IRM. The annual telephone costs of the Mission (OE and Program funded) average approximately \$ 120,000 per year. The Mission is not in a position to comment on the level of ICASS savings that would be incurred by USAID/W as a result of withdrawing from the Washington level State communication network.

### IV. Inspector General Relocation to Ukraine

The Inspector General is surveying Kiev, Ukraine and Moscow, Russia as the two potential sites to open a separate RIG office in the NIS. Preliminary visits by IG suggest that they are interested in Kiev and would wish to co-locate on the USAID compound. This would require the additional leasing and renovation of adjacent building space. USAID Kiev would provide all office and residential support for the 7 USDH plus 2-3 local engaged IG staff. IG would be expected to fund and pay for all direct costs and share in the indirect costs of Mission support. The Mission would expect to incur some

minimal increase in the first year OE cost leading up to the actual placement of IG personnel at post prior to IG funds being available. If Kiev is selected as the new RIG location, it is anticipated that personnel would be assigned either in late FY 02 or early FY 03. The Mission HAS NOT reflected any budget impact in the current R4 exercise for this potential IG relocation scheme.



## FY 2001 Budget Request by Program/Country

Fiscal Year: 2001      Program/Country: Belarus  
 Approp: FSA  
 Scenario:

FY 2001 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2001
SO 2.1: Increased, Better-Informed Citizen Participation in Civic and Private Economic activities															
Bilateral	2,364,194	5,160,884		500,000				0					3,770,746	3,805,238	3,719,840
Field Spt		0													0
	2,364,194	5,160,884	0	500,000	0	0	0	0	0	0		0	3,770,746	3,805,238	3,719,840
Total Bilateral	2,364,194	5,160,884	0	500,000	0	0	0	0	0	0		0	3,770,746	3,805,238	3,719,840
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
<b>TOTAL PROGRAM</b>	<b>2,364,194</b>	<b>5,160,884</b>	<b>0</b>	<b>500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>3,770,746</b>	<b>3,805,238</b>	<b>3,719,840</b>

FY 2001 Request Agency Goal Totals	
Econ Growth	500,000
Democracy	3,770,746
HCD	0
PHN	0
Environment	0
GCC (from all Goals)	0

FY 2001 Account Distribution (DA only)	
DA Program Total	5,160,884
CSD Program Total	0
<b>TOTAL</b>	<b>5,160,884</b>

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)  
 Prepare one set of tables for each appropriation Account  
 Tables for DA and CSD may be combined on one table.  
 For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

## FY 2002 Budget Request by Program/Country

Fiscal Year: 2002      Program/Country: Belarus  
 Approp: FSA  
 Scenario:

FY 2002 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002
SO 1: Increased, Better-informed Citizen Participation in Civic and Private Economic Activities															
Bilateral	3,719,840	5,000,000						100,000						6,219,840	2,500,000
Field Spt		0												0	0
	3,719,840	5,000,000	0	500,000	0	0	0	100,000	0	0		0	4,400,000	6,219,840	2,500,000
Total Bilateral	3,719,840	5,000,000	0	0	0	0	0	100,000	0	0		0	0	6,219,840	2,500,000
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
<b>TOTAL PROGRAM</b>	<b>3,719,840</b>	<b>5,000,000</b>	<b>0</b>	<b>500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100,000</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>4,400,000</b>	<b>6,219,840</b>	<b>2,500,000</b>

FY 2002 Request Agency Goal Totals	
Econ Growth	500,000
Democracy	4,400,000
HCD	0
PHN	100,000
Environment	0
GCC (from all Goals)	0

FY 2002 Account Distribution (DA only)	
DA Program Total	4,900,000
CSD Program Total	100,000
<b>TOTAL</b>	<b>5,000,000</b>

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)  
 Prepare one set of tables for each appropriation Account  
 Tables for DA and CSD may be combined on one table.  
 For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

## FY 2003 Budget Request by Program/Country

Fiscal Year: 2003      Program/Country: Belarus  
 Approp: FSA  
 Scenario:

FY 2003 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival & Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2003
SO 2.1: Increased, Better-informed Citizen Participation in Civic and Private Economic Activities															
Bilateral	2,500,000	5,000,000						100,000						5,000,000	2,500,000
Field Spt		0												0	0
	2,500,000	5,000,000	0	500,000	0	0	0	100,000	0	0		0	4,600,000	5,000,000	2,500,000
Total Bilateral	2,500,000	5,000,000	0	0	0	0	0	100,000	0	0		0	0	5,000,000	2,500,000
Total Field Support	0	0	0	0	0	0	0	0	0	0		0	0	0	0
<b>TOTAL PROGRAM</b>	2,500,000	5,000,000	0	500,000	0	0	0	100,000	0	0		0	4,600,000	5,000,000	2,500,000

FY 2003 Request Agency Goal Totals	
Econ Growth	500,000
Democracy	4,600,000
HCD	0
PHN	100,000
Environment	0
GCC (from all Goals)	0

FY 2003 Account Distribution (DA only)	
DA Program Total	4,900,000
CSD Program Total	100,000
<b>TOTAL</b>	<b>5,000,000</b>

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)  
 Prepare one set of tables for each appropriation Account  
 Tables for DA and CSD may be combined on one table.  
 For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

### Washington and Overseas Workforce Tables

Org _____ End of year On-Board	Belarus							Total SO/SpO	Org. Mgmt.	Fin. Mgmt.	Admin. Mgmt.	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
<b>FY 2001 Estimate</b>	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2									
<b>OE Funded: 1/</b>																
U.S. Direct Hire								0							0	0
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Program Funded 1/</b>																
U.S. Citizens		1						1							0	1
FSNs/TCNs		6						6							0	6
Subtotal	0	7	0	0	0	0	0	7	0	0	0	0	0	0	0	7
Total Direct Workforce	0	7	0	0	0	0	0	7	0	0	0	0	0	0	0	7
TAACS								0							0	0
Fellows								0							0	0
NEPs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL WORKFORCE</b>	0	7	0	0	0	0	0	7	0	0	0	0	0	0	0	7

### Washington and Overseas Workforce Tables

Org _____ End of year On-Board								Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
<b>FY 2002 Target</b>	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2									
<b>OE Funded: 1/</b>																
U.S. Direct Hire								0							0	0
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Program Funded 1/</b>																
U.S. Citizens								1							0	1
FSNs/TCNs								6							0	6
Subtotal	0	7	0	0	0	0	0	7	0	0	0	0	0	0	0	7
Total Direct Workforce	0	7	0	0	0	0	0	7	0	0	0	0	0	0	0	7
TAACS								0							0	0
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL WORKFORCE</b>	0	7	0	0	0	0	0	7	0	0	0	0	0	0	0	7

1/ Excludes TAACS, Fellows, and NEPs

### Washington and Overseas Workforce Tables

Org End of year On-Board								Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
<b>FY 2003 Target</b>	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2									
<b>OE Funded: 1/</b>																
U.S. Direct Hire								0							0	0
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Program Funded 1/</b>																
U.S. Citizens								1							0	1
FSNs/TCNs								6							0	6
Subtotal	0	7	0	0	0	0	0	7	0	0	0	0	0	0	0	7
Total Direct Workforce	0	7	0	0	0	0	0	7	0	0	0	0	0	0	0	7
TAACS								0							0	0
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	0	7	0	0	0	0	0	7	0	0	0	0	0	0	0	7

### Washington and Overseas Workforce Tables

Org _____ End of year On-Board								Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
<b>FY 2003 Request</b>	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2									
<b>OE Funded: 1/</b>																
U.S. Direct Hire								0							0	0
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0							0	0
Other FSN/TCN								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Program Funded 1/</b>																
U.S. Citizens								1							0	1
FSNs/TCNs								6							0	6
Subtotal	0	7	0	0	0	0	0	7	0	0	0	0	0	0	0	7
Total Direct Workforce	0	7	0	0	0	0	0	7	0	0	0	0	0	0	0	7
TAACS								0							0	0
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	0	7	0	0	0	0	0	7	0	0	0	0	0	0	0	7

# USDH Staffing Requirements by Backstop, FY 2001 - FY 2004

Mission:

Belarus

Occupational Backstop (BS)	Number of USDH Employees in Backstop in:			
	FY 2001	FY 2002	FY 2003	FY 2004

Senior Management				
<b>SMG - 01</b>				
Program Management				
<b>Program Mgt - 02</b>				
<b>Project Dvpm Officer - 94</b>				
Support Management				
<b>EXO - 03</b>				
<b>Controller - 04</b>				
<b>Legal - 85</b>				
<b>Commodity Mgt. - 92</b>				
<b>Contract Mgt. - 93</b>				
Sector Management				
<b>Agriculture - 10 &amp; 14</b>				
<b>Economics - 11</b>				
<b>Democracy - 12</b>				
<b>Food for Peace - 15</b>				
<b>Private Enterprise - 21</b>				
<b>Engineering - 25</b>				
<b>Environment - 40 &amp; 75</b>				
<b>Health/Pop. - 50</b>				
<b>Education - 60</b>				

<b>Total</b>	0	0	0	0
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**GDOs:** If you have a position that is currently designated a BS-12 GDO, list that position under the occupational backstop that most closely reflects the skills needed for the position.  
**RUDOs:** do not forget to include those who were in UE-funded RUDO positions.  
 remaining **IDIs:** list under the occupational Backstop for the work they do.

Please e-mail this worksheet in Excel to: Maribeth Zankowski@HR.PPIM@aidw and to M. Cary Kauffman@HR.PPIM@aidw as well as include it with your R4 submission.



**OPERATING EXPENSES**

Org. Title: Belarus													
Org. No: 113.0													
OC		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH			0.0			0.0			0.0			0.0
	Subtotal OC 11.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0.0			0.0			0.0			0.0
	Subtotal OC 11.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0.0			0.0			0.0			0.0
11.5	FNDH			0.0			0.0			0.0			0.0
	Subtotal OC 11.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries			0.0			0.0			0.0			0.0
11.8	FN PSC Salaries			0.0			0.0			0.0			0.0
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0.0			0.0			0.0			0.0
	Subtotal OC 11.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances			0.0			0.0			0.0			0.0
12.1	Cost of Living Allowances			0.0			0.0			0.0			0.0
12.1	Home Service Transfer Allowances			0.0			0.0			0.0			0.0
12.1	Quarters Allowances			0.0			0.0			0.0			0.0
12.1	Other Misc. USDH Benefits			0.0			0.0			0.0			0.0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	* Payments to FSN Voluntary Separation Fund - FNDH			0.0			0.0			0.0			0.0
12.1	Other FNDH Benefits			0.0			0.0			0.0			0.0
12.1	US PSC Benefits			0.0			0.0			0.0			0.0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	* Payments to FSN Voluntary Separation Fund - FN PSC			0.0			0.0			0.0			0.0
12.1	Other FN PSC Benefits			0.0			0.0			0.0			0.0
12.1	IPA/Detail-In/PASA/RSSA Benefits			0.0			0.0			0.0			0.0
	Subtotal OC 12.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH			0.0			0.0			0.0			0.0
13.0	Other Benefits for Former Personnel - FNDH			0.0			0.0			0.0			0.0

**OPERATING EXPENSES**

Org. Title: Belarus													
Org. No: 113.0													
OC		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs			0.0			0.0			0.0			0.0
13.0	Other Benefits for Former Personnel - FN PSCs			0.0			0.0			0.0			0.0
	Subtotal OC 13.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel			0.0			0.0			0.0			0.0
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field			0.0			0.0			0.0			0.0
21.0	Assignment to Washington Travel			0.0			0.0			0.0			0.0
21.0	Home Leave Travel			0.0			0.0			0.0			0.0
21.0	R & R Travel			0.0			0.0			0.0			0.0
21.0	Education Travel			0.0			0.0			0.0			0.0
21.0	Evacuation Travel			0.0			0.0			0.0			0.0
21.0	Retirement Travel			0.0			0.0			0.0			0.0
21.0	Pre-Employment Invitational Travel			0.0			0.0			0.0			0.0
21.0	Other Mandatory/Statutory Travel			0.0			0.0			0.0			0.0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel			0.0			0.0			0.0			0.0
21.0	Site Visits - Mission Personnel			0.0			0.0			0.0			0.0
21.0	Conferences/Seminars/Meetings/Retreats			0.0			0.0			0.0			0.0
21.0	Assessment Travel			0.0			0.0			0.0			0.0
21.0	Impact Evaluation Travel			0.0			0.0			0.0			0.0
21.0	Disaster Travel (to respond to specific disasters)			0.0			0.0			0.0			0.0
21.0	Recruitment Travel			0.0			0.0			0.0			0.0
21.0	Other Operational Travel			0.0			0.0			0.0			0.0
	Subtotal OC 21.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight			0.0			0.0			0.0			0.0
22.0	Home Leave Freight			0.0			0.0			0.0			0.0
22.0	Retirement Freight			0.0			0.0			0.0			0.0
22.0	Transportation/Freight for Office Furniture/Equip.			0.0			0.0			0.0			0.0
22.0	Transportation/Freight for Res. Furniture/Equip.			0.0			0.0			0.0			0.0
	Subtotal OC 22.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space			0.0			0.0			0.0			0.0
23.2	Rental Payments to Others - Warehouse Space			0.0			0.0			0.0			0.0
23.2	Rental Payments to Others - Residences			0.0			0.0			0.0			0.0

**OPERATING EXPENSES**

<b>Org. Title: Belarus</b>												
<b>Org. No: 113.0</b>												
<b>OC</b>	<b>FY 2001 Estimate</b>			<b>FY 2002 Target</b>			<b>FY 2003 Target</b>			<b>FY 2003 Request</b>		
	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
Subtotal OC 23.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
23.3 Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3 Office Utilities			0.0			0.0			0.0			0.0
23.3 Residential Utilities			0.0			0.0			0.0			0.0
23.3 Telephone Costs			0.0			0.0			0.0			0.0
23.3 IT Software Leases			0.0			0.0			0.0			0.0
23.3 IT Hardware Lease			0.0			0.0			0.0			0.0
23.3 Commercial Time Sharing			0.0			0.0			0.0			0.0
23.3 Postal Fees (Other than APO Mail)			0.0			0.0			0.0			0.0
23.3 Other Mail Service Costs			0.0			0.0			0.0			0.0
23.3 Courier Services			0.0			0.0			0.0			0.0
Subtotal OC 23.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
24.0 Printing and Reproduction			0.0			0.0			0.0			0.0
Subtotal OC 24.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.1 Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1 Studies, Analyses, & Evaluations			0.0			0.0			0.0			0.0
25.1 Management & Professional Support Services			0.0			0.0			0.0			0.0
25.1 Engineering & Technical Services			0.0			0.0			0.0			0.0
Subtotal OC 25.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2 Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2 Office Security Guards			0.0			0.0			0.0			0.0
25.2 Residential Security Guard Services			0.0			0.0			0.0			0.0
25.2 Official Residential Expenses			0.0			0.0			0.0			0.0
25.2 Representation Allowances			0.0			0.0			0.0			0.0
25.2 Non-Federal Audits			0.0			0.0			0.0			0.0
25.2 Grievances/Investigations			0.0			0.0			0.0			0.0
25.2 Insurance and Vehicle Registration Fees			0.0			0.0			0.0			0.0
25.2 Vehicle Rental			0.0			0.0			0.0			0.0
25.2 Manpower Contracts			0.0			0.0			0.0			0.0
25.2 Records Declassification & Other Records Services			0.0			0.0			0.0			0.0
25.2 Recruiting activities			0.0			0.0			0.0			0.0
25.2 Penalty Interest Payments			0.0			0.0			0.0			0.0
25.2 Other Miscellaneous Services			0.0			0.0			0.0			0.0
25.2 Staff training contracts			0.0			0.0			0.0			0.0
25.2 IT related contracts			0.0			0.0			0.0			0.0
Subtotal OC 25.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

**OPERATING EXPENSES**

<b>Org. Title: Belarus</b>												
<b>Org. No: 113.0</b>												
<b>OC</b>	<b>FY 2001 Estimate</b>			<b>FY 2002 Target</b>			<b>FY 2003 Target</b>			<b>FY 2003 Request</b>		
	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
25.3 Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3 ICASS			0.0			0.0			0.0			0.0
25.3 All Other Services from Other Gov't. accounts			0.0			0.0			0.0			0.0
Subtotal OC 25.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.4 Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4 Office building Maintenance			0.0			0.0			0.0			0.0
25.4 Residential Building Maintenance			0.0			0.0			0.0			0.0
Subtotal OC 25.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.6 Medical Care												
Subtotal OC 25.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.7 Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7 IT and telephone operation and maintenance costs			0.0			0.0			0.0			0.0
25.7 Storage Services			0.0			0.0			0.0			0.0
25.7 Office Furniture/Equip. Repair and Maintenance			0.0			0.0			0.0			0.0
25.7 Vehicle Repair and Maintenance			0.0			0.0			0.0			0.0
25.7 Residential Furniture/Equip. Repair and Maintenance			0.0			0.0			0.0			0.0
Subtotal OC 25.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.8 Subsistence & spt. of persons (by contract or Gov't.)			0.0			0.0			0.0			0.0
Subtotal OC 25.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
26.0 Supplies and materials			0.0			0.0			0.0			0.0
Subtotal OC 26.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
31.0 Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0 Purchase of Residential Furniture/Equip.			0.0			0.0			0.0			0.0
31.0 Purchase of Office Furniture/Equip.			0.0			0.0			0.0			0.0
31.0 Purchase of Vehicles			0.0			0.0			0.0			0.0
31.0 Armoring of Vehicles			0.0			0.0			0.0			0.0
31.0 Purchase of Printing/Graphics Equipment			0.0			0.0			0.0			0.0
31.0 IT Hardware purchases			0.0			0.0			0.0			0.0
31.0 IT Software purchases			0.0			0.0			0.0			0.0
Subtotal OC 31.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
32.0 Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		

OPERATING EXPENSES

<b>Org. Title: Belarus</b>												
<b>Org. No: 113.0</b>												
<b>OC</b>												
<b>FY 2001 Estimate</b>				<b>FY 2002 Target</b>			<b>FY 2003 Target</b>			<b>FY 2003 Request</b>		
<b>Dollars</b>	<b>TF</b>	<b>Total</b>		<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
32.0	Purchase of Land & Buildings (& bldg. construction)		0.0			0.0			0.0			0.0
32.0	Purchase of fixed equipment for buildings		0.0			0.0			0.0			0.0
32.0	Purchase of fixed security equipment for buildings		0.0			0.0			0.0			0.0
32.0	Building Renovations/Alterations - Office		0.0			0.0			0.0			0.0
32.0	Building Renovations/Alterations - Residential		0.0			0.0			0.0			0.0
	Subtotal OC 32.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
42.0	Claims and indemnities		0.0			0.0			0.0			0.0
	Subtotal OC 42.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
TOTAL BUDGET				0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Additional Mandatory Information

Dollars Used for Local Currency Purchases

Exchange Rate Used in Computations

\* If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.  
On that form, OE funded deposits must equal: 0.0 0.0 0.0

Organization: Belarus

Foreign National Voluntary Separation Account								
Action	FY 2001			FY 2002			FY 2003	
	OE	Program	Total	OE	Program	Total	OE	Program
Deposits			0.0			0.0		0.0
Withdrawals			0.0			0.0		0.0

Local Currency Trust Funds - Regular				
	FY 2001 Estimate	FY 2002 Target	FY 2003 Target	FY 2003 Request
Balance Start of Year				
Obligations				
Deposits				
Balance End of Year	0.0	0.0	0.0	0.0

Exchange Rate      \_\_\_\_\_

Local Currency Trust Funds - Real Property				
	FY 2001 Estimate	FY 2002 Target	FY 2003 Target	FY 2003 Request
Balance Start of Year				
Obligations				
Deposits				
Balance End of Year	0.0	0.0	0.0	0.0

Exchange Rate      \_\_\_\_\_

### Cost of Controller Operations

Org. Title: Belarus													
Org. No: 113.0													
OC		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH			0.0			0.0			0.0			0.0
	Subtotal OC 11.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0.0			0.0			0.0			0.0
	Subtotal OC 11.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0.0			0.0			0.0			0.0
11.5	FNDH			0.0			0.0			0.0			0.0
	Subtotal OC 11.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries			0.0			0.0			0.0			0.0
11.8	FN PSC Salaries			0.0			0.0			0.0			0.0
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0.0			0.0			0.0			0.0
	Subtotal OC 11.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances			0.0			0.0			0.0			0.0
12.1	Cost of Living Allowances			0.0			0.0			0.0			0.0
12.1	Home Service Transfer Allowances			0.0			0.0			0.0			0.0
12.1	Quarters Allowances			0.0			0.0			0.0			0.0
12.1	Other Misc. USDH Benefits			0.0			0.0			0.0			0.0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	* Payments to FSN Voluntary Separation Fund - FNDH			0.0			0.0			0.0			0.0
12.1	Other FNDH Benefits			0.0			0.0			0.0			0.0
12.1	US PSC Benefits			0.0			0.0			0.0			0.0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	* Payments to FSN Voluntary Separation Fund - FN PSC			0.0			0.0			0.0			0.0
12.1	Other FN PSC Benefits			0.0			0.0			0.0			0.0
12.1	IPA/Detail-In/PASA/RSSA Benefits			0.0			0.0			0.0			0.0
	Subtotal OC 12.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH			0.0			0.0			0.0			0.0
13.0	Other Benefits for Former Personnel - FNDH			0.0			0.0			0.0			0.0

### Cost of Controller Operations

Org. Title: Belarus													
Org. No: 113.0													
OC		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs			0.0			0.0			0.0			0.0
13.0	Other Benefits for Former Personnel - FN PSCs			0.0			0.0			0.0			0.0
	Subtotal OC 13.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel			0.0			0.0			0.0			0.0
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field			0.0			0.0			0.0			0.0
21.0	Assignment to Washington Travel			0.0			0.0			0.0			0.0
21.0	Home Leave Travel			0.0			0.0			0.0			0.0
21.0	R & R Travel			0.0			0.0			0.0			0.0
21.0	Education Travel			0.0			0.0			0.0			0.0
21.0	Evacuation Travel			0.0			0.0			0.0			0.0
21.0	Retirement Travel			0.0			0.0			0.0			0.0
21.0	Pre-Employment Invitational Travel			0.0			0.0			0.0			0.0
21.0	Other Mandatory/Statutory Travel			0.0			0.0			0.0			0.0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel			0.0			0.0			0.0			0.0
21.0	Site Visits - Mission Personnel			0.0			0.0			0.0			0.0
21.0	Conferences/Seminars/Meetings/Retreats			0.0			0.0			0.0			0.0
21.0	Assessment Travel			0.0			0.0			0.0			0.0
21.0	Impact Evaluation Travel			0.0			0.0			0.0			0.0
21.0	Disaster Travel (to respond to specific disasters)			0.0			0.0			0.0			0.0
21.0	Recruitment Travel			0.0			0.0			0.0			0.0
21.0	Other Operational Travel			0.0			0.0			0.0			0.0
	Subtotal OC 21.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight			0.0			0.0			0.0			0.0
22.0	Home Leave Freight			0.0			0.0			0.0			0.0
22.0	Retirement Freight			0.0			0.0			0.0			0.0
22.0	Transportation/Freight for Office Furniture/Equip.			0.0			0.0			0.0			0.0
22.0	Transportation/Freight for Res. Furniture/Equip.			0.0			0.0			0.0			0.0
	Subtotal OC 22.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space			0.0			0.0			0.0			0.0
23.2	Rental Payments to Others - Warehouse Space			0.0			0.0			0.0			0.0
23.2	Rental Payments to Others - Residences			0.0			0.0			0.0			0.0



**Cost of Controller Operations**

<b>Org. Title: Belarus</b>												
<b>Org. No: 113.0</b>												
<b>OC</b>	<b>FY 2001 Estimate</b>			<b>FY 2002 Target</b>			<b>FY 2003 Target</b>			<b>FY 2003 Request</b>		
	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
Subtotal OC 23.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
23.3 Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3 Office Utilities			0.0			0.0			0.0			0.0
23.3 Residential Utilities			0.0			0.0			0.0			0.0
23.3 Telephone Costs			0.0			0.0			0.0			0.0
23.3 IT Software Leases			0.0			0.0			0.0			0.0
23.3 IT Hardware Lease			0.0			0.0			0.0			0.0
23.3 Commercial Time Sharing			0.0			0.0			0.0			0.0
23.3 Postal Fees (Other than APO Mail)			0.0			0.0			0.0			0.0
23.3 Other Mail Service Costs			0.0			0.0			0.0			0.0
23.3 Courier Services			0.0			0.0			0.0			0.0
Subtotal OC 23.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
24.0 Printing and Reproduction			0.0			0.0			0.0			0.0
Subtotal OC 24.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.1 Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1 Studies, Analyses, & Evaluations			0.0			0.0			0.0			0.0
25.1 Management & Professional Support Services			0.0			0.0			0.0			0.0
25.1 Engineering & Technical Services			0.0			0.0			0.0			0.0
Subtotal OC 25.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2 Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2 Office Security Guards			0.0			0.0			0.0			0.0
25.2 Residential Security Guard Services			0.0			0.0			0.0			0.0
25.2 Official Residential Expenses			0.0			0.0			0.0			0.0
25.2 Representation Allowances			0.0			0.0			0.0			0.0
25.2 Non-Federal Audits			0.0			0.0			0.0			0.0
25.2 Grievances/Investigations			0.0			0.0			0.0			0.0
25.2 Insurance and Vehicle Registration Fees			0.0			0.0			0.0			0.0
25.2 Vehicle Rental			0.0			0.0			0.0			0.0
25.2 Manpower Contracts			0.0			0.0			0.0			0.0
25.2 Records Declassification & Other Records Services			0.0			0.0			0.0			0.0
25.2 Recruiting activities			0.0			0.0			0.0			0.0
25.2 Penalty Interest Payments			0.0			0.0			0.0			0.0
25.2 Other Miscellaneous Services			0.0			0.0			0.0			0.0
25.2 Staff training contracts			0.0			0.0			0.0			0.0
25.2 IT related contracts			0.0			0.0			0.0			0.0
Subtotal OC 25.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

### Cost of Controller Operations

Org. Title: Belarus													
Org. No: 113.0		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS			0.0			0.0			0.0			0.0
25.3	All Other Services from Other Gov't. accounts			0.0			0.0			0.0			0.0
	Subtotal OC 25.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance			0.0			0.0			0.0			0.0
25.4	Residential Building Maintenance			0.0			0.0			0.0			0.0
	Subtotal OC 25.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.6	Medical Care												
	Subtotal OC 25.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	IT and telephone operation and maintenance costs			0.0			0.0			0.0			0.0
25.7	Storage Services			0.0			0.0			0.0			0.0
25.7	Office Furniture/Equip. Repair and Maintenance			0.0			0.0			0.0			0.0
25.7	Vehicle Repair and Maintenance			0.0			0.0			0.0			0.0
25.7	Residential Furniture/Equip. Repair and Maintenance			0.0			0.0			0.0			0.0
	Subtotal OC 25.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.8	Subsistance & spt. of persons (by contract or Gov't.)			0.0			0.0			0.0			0.0
	Subtotal OC 25.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
26.0	Supplies and materials			0.0			0.0			0.0			0.0
	Subtotal OC 26.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.			0.0			0.0			0.0			0.0
31.0	Purchase of Office Furniture/Equip.			0.0			0.0			0.0			0.0
31.0	Purchase of Vehicles			0.0			0.0			0.0			0.0
31.0	Armoring of Vehicles			0.0			0.0			0.0			0.0
31.0	Purchase of Printing/Graphics Equipment			0.0			0.0			0.0			0.0
31.0	IT Hardware purchases			0.0			0.0			0.0			0.0
31.0	IT Software purchases			0.0			0.0			0.0			0.0
	Subtotal OC 31.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		

### Cost of Controller Operations

<b>Org. Title: Belarus</b>												
<b>Org. No: 113.0</b>												
<b>OC</b>	<b>FY 2001 Estimate</b>			<b>FY 2002 Target</b>			<b>FY 2003 Target</b>			<b>FY 2003 Request</b>		
	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
32.0 Purchase of Land & Buildings (& bldg. construction)			0.0			0.0			0.0			0.0
32.0 Purchase of fixed equipment for buildings			0.0			0.0			0.0			0.0
32.0 Purchase of fixed security equipment for buildings			0.0			0.0			0.0			0.0
32.0 Building Renovations/Alterations - Office			0.0			0.0			0.0			0.0
32.0 Building Renovations/Alterations - Residential			0.0			0.0			0.0			0.0
Subtotal OC 32.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
42.0 Claims and indemnities			0.0			0.0			0.0			0.0
Subtotal OC 42.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
TOTAL BUDGET	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

#### Additional Mandatory Information

**Dollars Used for Local Currency Purchases**

**Exchange Rate Used in Computations**

\_\_\_\_\_ . \_\_\_\_\_ . \_\_\_\_\_ .  
 \_\_\_\_\_ \_\_\_\_\_ \_\_\_\_\_ \_\_\_\_\_

\* If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.

On that form, OE funded deposits must equal: 0.0 0.0 0.0

## **Information Annex Topic: Environmental Impact**

The USAID Regional Mission for Ukraine, Belarus and Moldova made significant progress in 2000 in meeting requirements under 22 CFR 216 (Reg. 216). The E&E Bureau Environmental Advisor provided a series of workshops in Kyiv, Minsk and Chisinau that were attended by key Mission staff, including Program Development Officers, Contract Officers, Office Directors, and SO Team Leaders. As a result, the level of awareness among Mission staff about USAID requirements under Reg. 216 is greatly increased.

The Mission is successfully making the transition from project-based environmental review managed by Washington, to an activity-based environmental review, managed by SO Teams. The Mission's Regional Contract Officer and Regional Legal Advisor have developed check lists for use in approving and funding new activities that make it clear to all staff that each activity must have an environmental review before it will be approved. The Mission Environment Officer also has drafted a Mission Order on Reg. 216 that will be adopted in 2001.

Most of the Mission's activities continue to fall among those classes of action that are categorically excluded from needing an Initial Environmental Examination (IEE) or Environmental Assessment (EA). With assistance from the Bureau Environment Officer and E&E/EEST/ENR, the Mission was able to reduce the backlog of sub-activities in need of environmental review.

In calendar year 2000, the Mission reviewed 13 activities: 4 for CE; 8 for IEE; and 1 for EA. Of these, the BEO approved 3 CEs and 4 IEEs.

In calendar year 2001, the Mission already has reviewed 15 activities (15 CEs, 2 IEEs,). Nine of these have been approved by the BEO. An additional 77 new activities or substantive amendments to existing activities are expected to require environmental review before the end of the year.

The Mission's team for managing Reg. 216 matters is led by the Mission Environment Officer with support from its half-time Environment Program Assistant and Administrative Assistant in the Office of Democratic and Social Transition.

## Resource Request Belarus

Budget Breakdown by Strategic Objective - FY 2001-2003

STRATEGIC OBJECTIVE		FY 00 C/O Budget	FY 01 Budget	Request FY02	Request FY03
<b>SO 2.1 Increased, Better-Informed Citizen Participation in Civic and Private Economic Activities.</b>					
<b>SO 2.1- Belarus, Project 1</b>		<b>195,238</b>	<b>694,900</b>	<b>700,000</b>	<b>700,000</b>
<b>1.1 Humanitarian Assistance</b>		-	200,000	200,000	200,000
Humanitarian Assistance	CHAP	-	200,000		
<b>1.2.0. Program Dev. and Support</b>		195,238	494,900	500,000	500,000
		195,238	494,900	500,000	500,000
<b>SO 2.1- Belarus, Project 5</b>		-	500,000	500,000	500,000
SME/ Business Associations Promotion	BizPro		500,000	500,000	500,000
<b>SO 2.1- Belarus, Project 7</b>		<b>965,646</b>	<b>2,805,100</b>	<b>2,800,000</b>	<b>2,800,000</b>
<b>7.1. Political Pluralism</b>		280,000	900,000	400,000	400,000
Party Building	IRI/CEPPS	200,000	350,000	200,000	200,000
Party Building	NDI/ CEPPS	80,000	550,000	200,000	200,000
<b>7.2.1. Rule of Law</b>		-	438,000	450,000	450,000
Legal Reform	ABA/CEELI		438,000	450,000	450,000
<b>7.4. Civil Society: NGO Network</b>		430,546	759,454	1,050,000	1,100,000
Environment Grants	TBD				
Trade Union Support	ACILS	70,000	170,000		
NGO	Counterpart Foundation	150,000	250,000		
Building Democracy in Belarus	Freedom House	210,546	339,454		
Local Governance				250,000	250,000
<b>7.5. Independent Media</b>		200,000	700,000	700,000	700,000
ProMedia Project	IREX		700,000	700,000	700,000
Media Support	IREX/ RR	200,000			
<b>7.6 Project Design and Management</b>		55,100	7,646	200,000	150,000
Evaluations and Assessments				200,000	150,000
<b>SO 2.1- Belarus, Project 10</b>		-	-	1,000,000	1,000,000
<b>10 Eurasia Foundation</b>	Eurasia Foundation	-	-	1,000,000	1,000,000
Civil Society Grants	Eurasia Foundation			1,000,000	1,000,000
<b>SO 2.1- Belarus, Project 12</b>		-	-	-	-
<b>12 Training for Nat'l Leadership</b>		-	-	-	-
Exchanges and Training	AED				
<b>SO 2.1 TOTAL</b>		<b>1,160,884</b>	<b>4,000,000</b>	<b>5,000,000</b>	<b>5,000,000</b>
<b>USAID Sub-Total</b>		<b>1,160,884</b>	<b>4,000,000</b>	<b>5,000,000</b>	<b>5,000,000</b>
<b>Transfers/Allocations</b>					
Nuclear Safety (NRC & Studies)					
Public Diplomacy					
Dept. of Justice					
Humanitarian Transport					
Criminal Justice					
Direct Trade and Investment - Commerce					
Training and Exchanges - USIA					
Partnerships - USIA					
SABIT - Commerce					
Science Centers					
BISNIS & BDC - Commerce					
Justice					
USDA Cochran Fellow					
CLDP					
Parking Fine Withholding					
Treasury					
NSF/CRDF					
Defense Enterprise Fund					
Threat Reduction					
<b>Interagency Transfers Sub-Total</b>		-	-		
<b>Country Total</b>		<b>1,160,884</b>	<b>4,000,000</b>	<b>5,000,000</b>	<b>5,000,000</b>

## **Scope of USAID Support for Sustainability of Civil Society Organizations in Belarus**

The primary focus of the USAID assistance program in Belarus over the past five years has been strengthening civil society, primarily because of the limited engagement of the US Mission, defined by the policy of “selective engagement,” and by the role of NGOs in expressing opposition to the current government. After the breakdown of the Soviet Union, the number and quality of NGOs in Belarus had grown rapidly, because of emergence of truly grass-roots initiatives. But the government distrust of civic initiative grew and resulted in the 1999 NGO complex, time-consuming and costly re-registration procedure. The impact of this procedure was reducing the number of legally recognized NGOs in half. While the most sophisticated groups, and those who benefited from legal advice provided by USAID implementing partner, Counterpart Alliance for Partnership (CAP), were able to reregister, a large number of unregistered civic groups are forced to act illegally, with administrative and even criminal punishment threatening their activists.

The current government is suspicious and even hostile to the presence and actions of civil society institutions. There are many legal and economic obstacles to the development of the Third Sector, in the form of tax harassment, the “legal address” requirement for registration, and so forth. The tension between dependence on the government and self-reliance, for individuals, for families and for community groups is significant and indicates the difficulties ahead for transforming Belarus into an open, democratic, market-oriented society. A network of NGOs in Belarus is fundamental in providing opportunities for self-reliant action and establishing firm protections for the rights of individuals. They have been working to aggregate the interests of citizens to influence public policy decisions, empower citizens to improve their communities, and provide services to vulnerable groups. Every USAID-funded program in Belarus includes some support for NGOs, including professional associations and unions – for example, the market vendors who successfully struck to end the new VAT regulations for small businesses, and business associations, who successfully lobbied for the liberalization of excessively restrictive business re-registration procedure, with the technical assistance of the USAID-funded International Finance Corporation (IFC). In 2000, the USAID effort to strengthen business associations resulted in 19% expansion of their customer base, 27% of business association membership, increasing their institutional sustainability.

American Bar Association (ABA) rule of law activity was launched in 1999, and has worked with the Belarusian Organization of Working Women, the Belarusian Congress of Democratic Independent Trade Unions, the Free Trade Union, the Belarusian Association of Women Lawyers, and human rights groups such as Vesna and the Young Intellectual League of Grodno. Many of these groups provide legal advice centers for their members, and have taken on more active roles in advocacy for citizen rights. With assistance from USAID, these groups have been promoting legal literacy among Belarusian citizens throughout the country. In 2000, USAID directed its effort on building capacity of the local Legal Advice Centers, and ABA initiated a monthly training series for lawyers working at the FTU and BOWW centers. The intensive training seminars on “The Effective Operation of Legal Advice Centers” focus on administrative issues, record keeping, and the effective use of legal advice centers as a membership recruitment and development tool.

USAID has also supported NGOs through its political party training programs that have provided skills training to politically active youth and women (IRI and NDI), through grants to NGOs in the regions that attempt to provide independent sources of news and information, and through Winrock International assistance to women's groups and educational and legal work against trafficking. The Eurasia Foundation was an important supporter of resource centers and NGO infrastructure (currently, its small grants program is suspended.) ISAR has a small grant to support development of environmental NGOs, which are among some of the most active small NGOs.

Despite government repression, civil society continues to expand and gain strength. Achieving organizational and financial sustainability remains a formidable challenge for Belarusian NGOs. Much more work needs to be done on coalition building, and programmatic and financial transparency of NGOs needs improvement. As stated by the 2000 NGO Sustainability Index expert team, *“Organizational weakness of Belarusian NGOs is rooted in the low level of development of the civil society traditions, and the attitude of the state towards the third sector. It is reflected in all NGO management practices and also in their work with clients. Frequently, NGOs can not effectively identify their clients, and still lack either understanding of a need for constituency building, or skills and resources to reach their constituency. A small group of organizations trying to identify their constituencies and work with them are mostly associated with international donors, who have helped to develop NGOs awareness of the importance of the reach-out effort “.*

The program most specifically dedicated to support for the civil society in Belarus is the Counterpart Alliance for Partnership. In 1997-1999, the program focused predominantly on strengthening the institutional capacity of NGOs providing social services to vulnerable groups not being served by the government. Over the life of this project, more than 800 NGO leaders representing over 400 organizations have been trained in NGO development. The total number of CAP-funded social service and public policy NGO projects in Belarus since 1997 rose to 77, over 60% of which were implemented in areas outside of the capital. The number of beneficiaries has reached approximately 96,000 constituents. CAP has also supported NGOs during 1999- 2001 by providing legal seminars and consultations in each region that helped active NGOs successfully register and re-register. CAP also supports the Third Sector through its partner, ICNL, which promotes better understanding of the role of NGOs and attempts to improve the legal climate.

Since the beginning of 2000, USAID extended its support activities on developing and strengthening NGO advocacy skills and effectiveness, improving the legal regulatory environment, youth leadership and civic advocacy. Despite the overall government hostility toward socially active NGOs, 40% of CAP-targeted organizations have undertaken advocacy efforts on behalf of their constituents, compared to initial 13% at program inception. Only in 2000, CAP conducted a total of 47 organizational development trainings in all six regions of the country, in addition, 13 seminars “on request” by individual NGOs. As a direct result of these interventions, CAP grantees improved their skills in such areas as advocacy, planning, financial management, and public relations. NGOs are gradually strengthening their management capacity. Of the 51 grantees monitored in Belarus, 96% improved their infrastructure, 86% have

improved strategic planning, 76% improved service delivery, and 67% have improved their financial management practices since the inception of the program.



## **Information annex topic: Success stories**

### **Advocating the Rights of Disabled**

In 1994 Nina Mazanik, the Director of the Belarusian NGO *"We Are With You,"* began a small but powerful revolution from the heart. A former teacher at the Minsk boarding school for orphans, she was well aware of the difficulties her students faced to lead a life of independence, as many were mentally disabled either due to genetic disorders or as a result of their environment. She decided to establish an organization that would help these youth help themselves. In 1999, *"We Are With You"* became the first CAP grantee in Belarus to receive a Belarus Government Matching Grant, obtaining \$5,000 in financial donations from a government body that focuses on youth. The grant supported a project to help mentally challenged orphans better understand their legal rights, so as to live fuller, more independent lives. The grant was instrumental in helping Ms Mazanik initiate a state adopted regulation protecting mentally disabled youth from real-estate fraud. In March 2000, the organization received additional honors from a local government committee, offering a \$3,000 award for its efforts - the first government award given to a CAP grantee. The NGO has also been recognized on the state level as the only organization in Belarus working professionally with teenage orphans and youth with psychophysical disabilities, and has now the right to participate in decision-making on serious social and legal questions affecting young people.

### **Providing Employment for Invalids**

Nine years ago Olga Vashkevich, the Director of the Pruzhany chapter of *the Belarusian Association of Assistance to Handicapped Children*, gave birth to a son with acute asthma. As a resident of a remote, medium sized town, Olga was aware that life for her child, branded an "invalid" by social regulations, would be difficult. In the nature of true civic participation, Olga began holding informal discussions with members of the community also with invalid children, many in a more difficult situation than her own. She developed and circulated a questionnaire on the difficulties facing these families and brought the results straight to the local authorities. In 1997, Olga registered her movement as a chapter of the umbrella organization BelAPDI. The following year, with the help of a CAP grant and the assistance of a local factory, Olga's small initiative became the first organization in Belarus to implement an employment program for handicapped youth and their families. This effort not only increased the self-determination and independence of its constituents, it has drawn significant attention from state and business representatives in the community, speaking out in support of the organization's work and the need for its replication. Last summer, with the assistance of members of the business community and government, BelAPDI/Pruzhany was able to expand its activities, organizing summer camps for invalid children and creative activities and an evening school for teenage invalids.

### **Liberalizing Regulatory Framework for Private Businesses**

The Small and Medium Enterprise Development project funded by USAID and implemented by the IFC, achieved a landmark in the last quarter of 2000: the improvement of the business environment in Belarus through the adoption of Presidential Decree ? 22 of 11/16/ 2000. The Decree extended the deadline for the completion of the business re-registration requirement, significantly reduced the minimal charter capital requirement, and shortened the list of reasons for business liquidation. The adoption of the Decree is the direct result of the IFC's "Hot Line" service for entrepreneurs in need of advisory assistance, implemented in all six regional capitals. The broad-scale implementation of the "Hot Line"

service attracted more than 3,000 callers from all regions of Belarus. Another form of increasing public awareness of private sector problems was through the publication of registration problems reported on the “Hot Line”, press conferences and having these issues discussed at “Press Clubs” in cooperation with partner business associations and supervised by local journalists. “Press Club” sessions are attended by local journalists, NGOs, municipal officials, economists, and entrepreneurs and cover business issues of interest to the local community. The mass of press conferences, press clubs, and newspaper articles publicizing the issues raised, clearly contributed to the change in legislation.

### **Improving Conditions for Local Businesses**

The SME Development project carried out by the IFC seeks to disseminate positive business experience. The project’s regional offices exchange successes of one region to others so as to assist business associations around the country to effectively lobby for their constituency’s interests with their local authorities. In particular, following the resolution of the Minsk City Executive Committee to allow registration of legal entities domiciled in apartment buildings, IFC partner organizations launched a lobbying effort to ensure the adoption of similar resolutions by local governments of other municipalities. As a result, in December 2000, the Vitebsk City Executive Committee adopted a similar decision.

### **Increasing Major Belarusian Independent Newspaper Sustainability**

In November 2000, two managers from IREX/ProMedia client, Minsk-based independent newspaper *Belarusskaya Delovaya Gazeta* (BDG), traveled to Warsaw for a five-day internship at *Gazeta Wyborcza*. The BDG managers were interested in *Wyborcza*’s distribution system, wanting to adapt it for their own fledgling system. They consulted with specialists from *Wyborcza* for five days, visited the printing house and the state distribution headquarters, and finally asked IREX/ProMedia for help in implementing the system. Upon return, the BDG interns implemented numerous changes in their distribution system, specifically in the system of control and accounting. As a result of these changes, BDG has been able to lower its administrative costs, reduce the rate of return of unsold papers, and, increase investments in development.

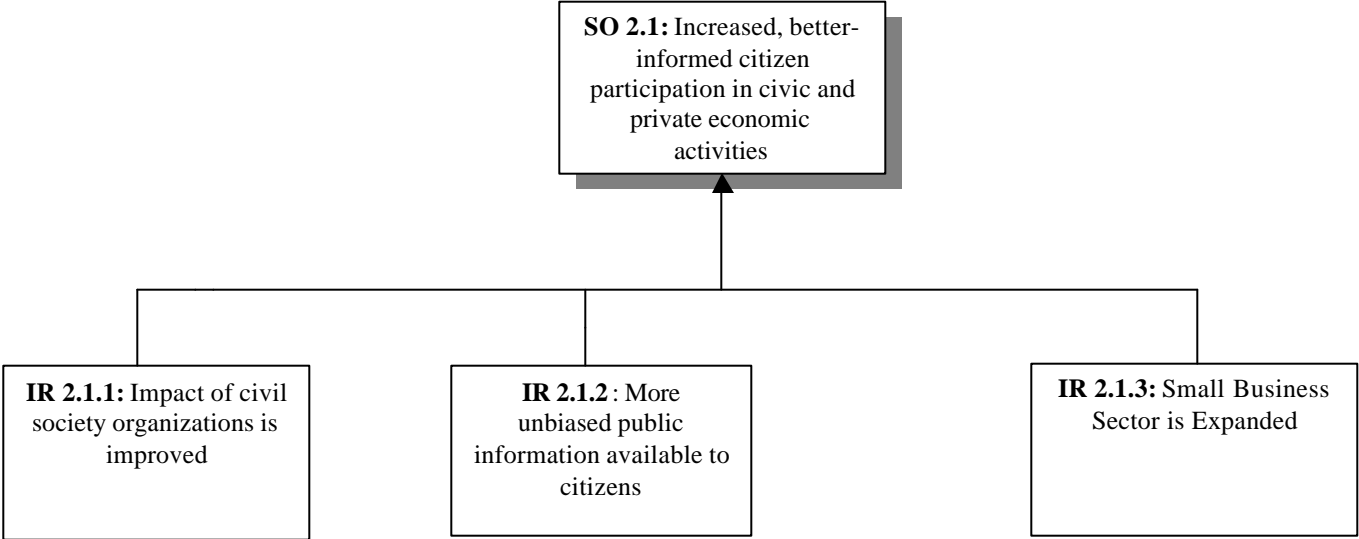
### **Citizen Participation in Civil Society**

The ABA/CEELI rule-of-law program provides technical assistance to Legal Advice Centers throughout Belarus, administered under the Free Trade Union (FTU) and the Belarusian Organization of Working Women (BOWW). Both BOWW and FTU address election law in training seminars they hold to raise citizens’ awareness of their electoral rights and freedoms. In November 2000, the chairwoman of BOWW, Maria Alieva, accompanied two Minsk based trainers to an election law training seminar held in the distant city of Verkhnedvinsk. The travelers, together with nearly fifty people huddled inside a small, cold room for the whole day, discussing the constitutional balance of power that has been lacking in the system since 1996, the procedure for nominating candidates through signature collection, voting procedures and the rights of observers. One of the trainers, summing up the themes addressed stated, “We have to utilize the rights granted to us by the law.” Maria Alieva, in response to comments from a participant emphasized the need to act together, educate people, especially in small towns, so that all citizens can understand their

rights. She finished by saying, “We are not against the current president. We are not against the government. We are simply for citizen participation in civil society.”

**Information Annex Topic: Updated Results Framework Annex**

**Part A. Results Framework.** Provide a listing of the Operating Unit's Current Results Framework



**Part B. New Indicator Reporting.** Provide a report of indicators from the Operating Unit's Performance Monitoring Plan that the Operating unit proposes to report on in next year's R4 submission which are different from the indicators currently being reported.

\*\*This applies to on-going strategies only. Indicators that will be used next year as part of a newly approved strategy need not be listed here.

SO Name Increased, better-informed citizen participation in civic and private economic activity

**Indicator Level:** Intermediate Result

Current Indicator Name

Proposed Indicator Name **Membership of the targeted democratic parties**

	Actual	Planned
<b>Baseline Year</b>		
<b>Target 2002</b>		
<b>Target 2003</b>		